# NEXT-GENERATION SERVICE FOR COMMUNICATIONS PROVIDERS

Delivering the remarkable experiences customers expect

In the face of rapidly evolving customer expectations, communication services providers are struggling to meet customers' needs. A new framework for next-generation service, powered by Salesforce® Service Cloud, will allow providers to exceed customer expectations while becoming more productive and efficient.
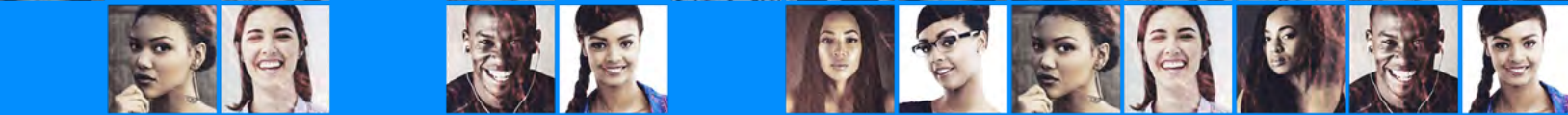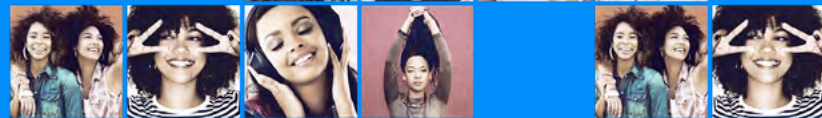
Communication service providers must fundamentally rethink customer service delivery.

It's no secret that customers' expectations for service are changing dramatically. For one thing, customers regardless of age are comfortable with web and mobile experiences, including chat with artificial intelligence-powered digital assistants. In fact, many prefer to use digital channels to interact with the companies they do business with: 73 percent prefer to visit a company website before contacting customer service,[1] and when they do contact customer care, 70 percent prefer messaging over voice.[2]

While it's always been the case that customers want their issues resolved quickly and with minimal fuss, today, they also want their interactions to be tailored to them and their specific needs. Accenture research shows that 91 percent of consumers are more likely to shop with brands that recognize and remember them, and 83 percent are willing to share their data to enable a personalized experience.[3]

However, most companies are falling short. In the same study, nearly half (48 percent) of all consumers have left a business's website and made a purchase on another site or in a store simply because the experience was poorly curated.[4]

When a provider fails to meet expectations, customers do not hesitate to explore other options. 47 percent of consumers have stopped doing business with a company in the past year because of a bad customer support or service experience.[5] This willingness to change providers has huge implications: in the U.S. communications industry alone, the switching economy—the revenue at risk from customers defecting to competitors—is worth an estimated $85 billion.[6]
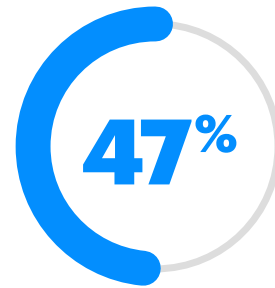
47%

of consumers have stopped doing business with a company in the past year because of a bad customer support or service experience.

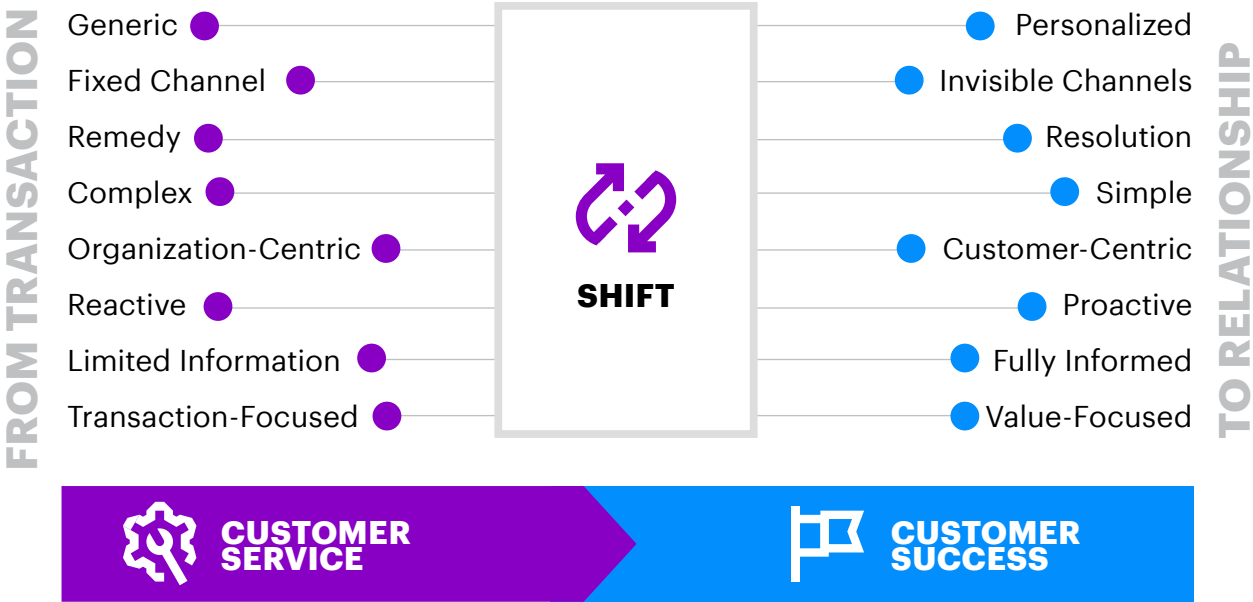# Guard against the switching economy by pivoting from service to success.

The key to customer loyalty in the age of switching is to develop a remarkable customer experience. This means gaining customer trust and achieving world-class customer satisfaction while improving operational excellence.

Focusing on the human element (Figure 1) is crucial, and requires shifting:

- From reactive to proactive

- From organization-centric to customer-centric

- From fixed channels to personalization

- From limited information to information-rich, highly relevant interactions

It also means creating value, not just cutting costs. By delivering a remarkable customer experience, companies can reduce customer complaints, increase their share of customers' wallets, build loyalty and advocacy for their brand, and create a price premium.

FIGURE 1: Remarkable customer service is human in its focus

FROM TRANSACTION		SHIFT		TO RELATIONSHIP
Generic				Personalized
Fixed Channel				Invisible Channels
Remedy				Resolution
Complex				Simple
Organization-Centric				Customer-Centric
Reactive				Proactive
Limited Information				Fully Informed
Transaction-Focused				Value-Focused

CUSTOMER SERVICE → **CUSTOMER SUCCESS**

Start the journey to becoming the service organization of the future.

Accenture has developed a framework illustrating the six characteristics that define these organizations and how they will provide remarkable customer experiences (Figure 2).

FIGURE 2: The Accenture framework for the service organization of the future

SMART SELF-SERVICE, RECOVERY AND OUTREACH:	**PERSONALIZED EXPERIENCE FOR CUSTOMER AND REPRESENTATIVE:**	**DIGITALLY ENABLED AGENT ASSIST:**	**VALUE-DRIVEN CUSTOMER SERVICE:**	**FIELD SERVICE OPTIMIZATION:**	**AI-POWERED WORKFORCE MANAGEMENT:**
empower customers with a complete view of all their service activity for self-service support and automated monitoring for proactive assistance	aggregate data to create a holistic view of the customer and match representatives with customers to drive personalization	develop a unified experience for issue resolution, augmenting agents with AI digital assist and advanced remote troubleshooting capabilities	generate additional value for customers by empowering representatives to identify opportunities, help with sales, and close sales	enable contact centers to address ad-hoc repairs in the field that are time sensitive to customers and crucial to customer satisfaction	leverage data and machine learning to optimize resource scheduling and ensure the availability of needed skillsets

Build the foundation for the service organization of the future.

1.0

Customers are more than the products they have purchased, their number of website visits, or the reason for their calls for service. Is the customer a military veteran? An outdoor enthusiast? Someone who practices yoga? Someone who enjoys gaming?

The service organization of the future personalizes for the whole customer, and adapts to what they want as their needs inevitably change. The first element to this level of personalization is to create a **living profile** for every customer. A living profile isn't just a 360-degree view of all of a customer's interactions with the company—rather, it uses third-party data to enrich what the company already knows about a customer, enabling the company to understand who the person is behind the interactions.

2.0

The second element is **advanced digital technologies**, which have caught up to customers' expectations and enable companies to evolve with their customers— allowing them to build for tomorrow, today.

One of the most powerful of these technologies is artificial intelligence (AI), which enables service providers to reduce their costs, improve the customer experience, and boost cross-sell and up-sell success. AI-enabled predictive analytics can help providers make better use of the vast trove of data they already have—customer, network, billing and usage, product, and device data, for instance—to anticipate customer needs or issues and address them proactively (thereby eliminating a call to customer service). AI-powered decision engines can guide service representatives on the reason for a customer's call and the "next best action" or ideal treatment for each customer.

Another advancement in AI, conversational AI, is creating new ways to engage customers. Natural Language Processing (NLP) allows for the understanding of customer need and sentiment, streamlining issue resolution quickly and effectively without human interaction. Research shows that such assistants are

becoming more prevalent and integrated into customers' daily lives. In fact, 55 percent of U.S. consumers agree it's likely they'll use a voice personal assistant with a company in the next year if a company provides that option.[7] By 2020, 90 percent of people worldwide will have interacted with AI- and machine learning-driven customer support bots without knowing it.[8] This mirrors the rise in Digital Voice Assistants (DVA) powered by AI, which are on track to be one of the fastest-adopted technologies in U.S. history. That should be no surprise given that 96 percent of consumers globally are satisfied with DVAs.[9]

Apps that offer FaceTime-like capabilities will also soon improve service. Video chat with agents allows customers to show in real time the problem they're having with a particular product, eliminating the back-and-forth typically required for customers to convey their concerns. Video chat not only makes it easier to understand customers' expressions and emotional state (decreasing time to resolution while improving first-call resolution), it also helps foster a deeper emotional connection to the brand.

Service for business-to-business (B2B) customers will soon take another leap forward thanks to advances in augmented reality (AR) and virtual reality (VR). Call center agents will be able to help customers equipped with AR or VR devices to remotely diagnose and fix problems with equipment. This kind of virtual service has the potential to resolve problems quickly and minimize the need for expensive field-service technician visits. By 2020, 25 percent of businesses will be testing or running AR-augmented social support.[10]
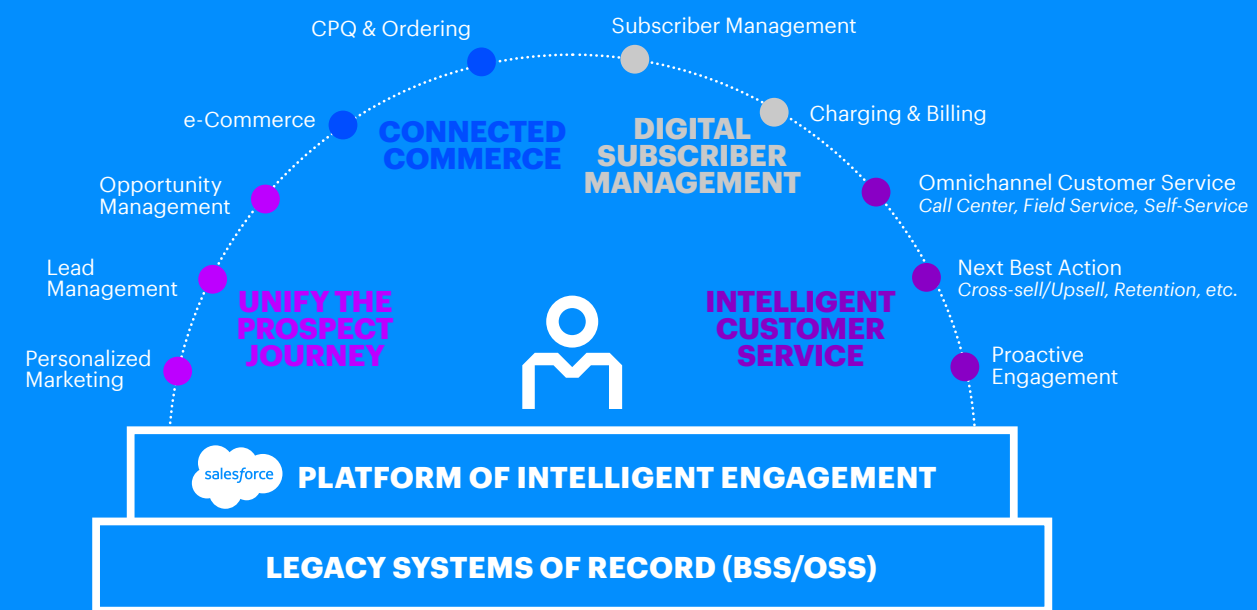
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Personalize every touchpoint and enhance engagement with Salesforce Service Cloud.

Customers need an intelligent digital platform to harness advanced digital technologies, create living profiles for their customers and personalize every touchpoint and experience.

That's why Salesforce created Service Cloud, part of Salesforce Customer 360. Service Cloud puts the customer at the heart of a company's organization, connecting and orchestrating the customer's end-to-end journey (Figure 3). It seamlessly connects marketing, sales and service across all channels, including SMS and video, and fosters a knowledge-centric culture with advanced self-service capabilities, including AI-powered Digital Assist.

FIGURE 3: Salesforce Customer 360 for Communications

CPQ & Ordering
Subscriber Management
e-Commerce
Charging & Billing
CONNECTED COMMERCE
DIGITAL SUBSCRIBER MANAGEMENT
Opportunity Management
Omnichannel Customer Service
Call Center, Field Service, Self-Service
Lead Management
UNIFY THE PROSPECT JOURNEY
INTELLIGENT CUSTOMER SERVICE
Next Best Action
Cross-sell/Upsell, Retention, etc.
Personalized Marketing
Proactive Engagement

salesforce PLATFORM OF INTELLIGENT ENGAGEMENT

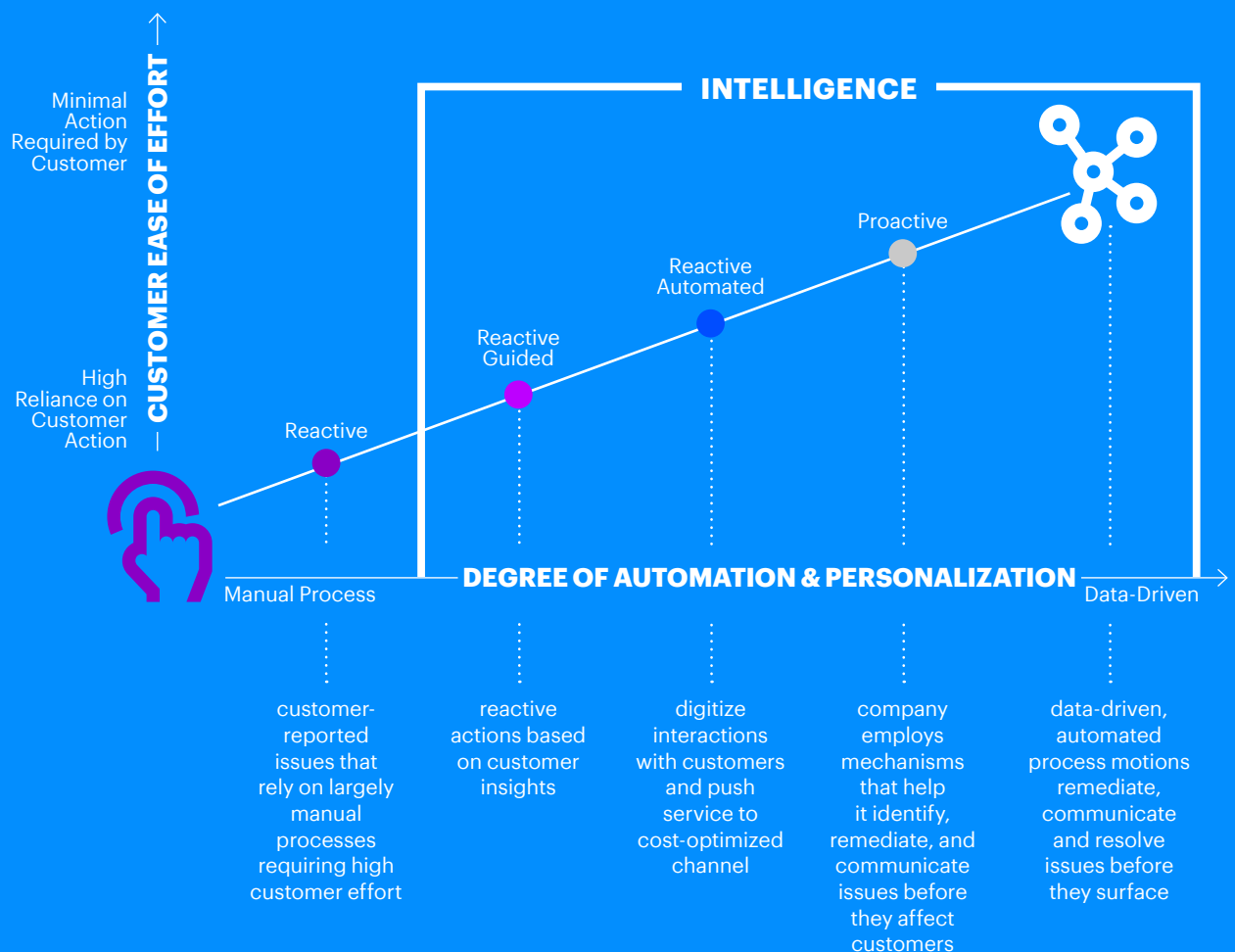**LEGACY SYSTEMS OF RECORD (BSS/OSS)**

Salesforce Service Cloud delivers instant, personalized service that drives growth by changing a service incident into an opportunity to surprise and delight. The driving force behind Service Cloud (as well as the broader Salesforce Customer 360) is Einstein, a built-in AI engine. Einstein represents a new level of AI maturity, and can handle cloud-scale automation, accurate natural human interaction, and understanding of sentiment and tone in multiple languages—all of which are vital to delivering a remarkable customer experience.

Salesforce Service Cloud has everything companies need to transform their service delivery capabilities and the customer care experience:

- It enables companies to excel in getting the basics right—being transparent, meeting commitments and understanding the context for each customer need.

- Its next-best action adaptive learning improves first-call resolution and mitigates the cost of truck rolls, transfers and repeat callers.

- It provides bot-enabled digital channels to deliver scalable intelligent care at the lowest cost to serve.

- And it harnesses rich customer data to help companies anticipate customer needs and mobilize to address them.

With each step in that evolution (Figure 4), progressively less action is required by customers, and interactions are progressively more automated and data driven.

FIGURE 4: Intelligent automation and personalization will transform the customer care experience

CUSTOMER EASE OF EFFORT

Minimal Action Required by Customer

High Reliance on Customer Action

INTELLIGENCE

Proactive

Reactive Automated

Reactive Guided

Reactive

DEGREE OF AUTOMATION & PERSONALIZATION

Manual Process — Data-Driven

customer-reported issues that rely on largely manual processes requiring high customer effort

reactive actions based on customer insights

digitize interactions with customers and push service to cost-optimized channel

company employs mechanisms that help it identify, remediate, and communicate issues before they affect customers

data-driven, automated process motions remediate, communicate and resolve issues before they surface

See what remarkable customer service, driven by Accenture's framework and Salesforce Service Cloud, looks like in action.

Meet Linda, whose aging cell phone is starting to give her trouble.

Linda visits her provider's website to replace her phone. An Einstein-based digital assistant walks her through the options. Linda also scans several articles on the provider's website, conveniently located on a Salesforce database.

She narrows her options down to three phones, but she has a few questions she'd like to talk through with a live rep before deciding which to buy.

When Linda calls the provider's service center, Einstein accesses her living profile (which includes the chat she had with Einstein earlier) to route her to an agent—in this case, Martha.

Martha uses her agent desktop, powered by Salesforce Service Cloud case management, to see all of Linda's relevant data in a single screen. She recommends the best fit for Linda based on her interest and phone usage.

Linda's living profile indicates she prefers to buy things in a physical retail store, so Martha uses Salesforce Sales Cloud to set up an appointment for Linda for 9:30 the next day. She'll be meeting with associate Larry at the store near Linda's house.

When Linda arrives at the store, Larry helps Linda activate her phone and transfer all her content. Back home, Linda receives an email from Martha containing links to helpful articles about her new phone. Linda is very satisfied with the easy, seamless customer experience.

While the preceding example is hypothetical, the results generated by remarkable customer experiences are not. One B2B company leveraged the Accenture framework and Salesforce Platform to provide a proactive, personalized, and agile service experience that ultimately decreased customer effort, produced higher levels of proactive service and self-help, and reduced the need for reactive support. Working with the company, we enabled big data visualizations to provide customers with proactive and actionable insights on their environments to transform the online support experience. This reduced workload by 30% over a three-year period.

Accenture and Salesforce can help you define and deliver disruptive service experiences.

Forward-thinking organizations are already employing new capabilities and concepts to disrupt and transform customer service delivery, enabling dramatic improvements in operational efficiency, customer satisfaction and revenue.

It's time for all companies to follow suit—and best of all, with Accenture's framework and Salesforce Service Cloud, enterprises can go from discovery to scaled production in less than six months.

As customers and technology continue to evolve, delivering remarkable customer service is necessary to compete and win in the digital era. Working together, Accenture and Salesforce can help companies create a world where service is intelligent, proactive, personalized and efficient—everything today's customers expect it to be.

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About Salesforce

Salesforce is the global leader in customer relationship management (CRM), bringing companies closer to their customers in the digital age. Founded in 1999, Salesforce enables companies of every size and industry to take advantage of powerful technologies—cloud, mobile, social, internet of things, and artificial intelligence—to connect to their customers in a whole new way. Salesforce Customer 360 includes industry-leading services spanning sales, service, marketing, commerce, communities, collaboration and industries, all on a single trusted cloud platform. The company is ranked #1 on Fortune's World's Best Workplaces list, and Forbes has ranked the company one of the world's most innovative companies for eight years in a row. For information, please visit www.salesforce.com.

About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With 482,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

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